

NOTES FROM THE:

Chief for Enlisted Matters



by CMS Lorraine A. Tanner, DSN 224-5437

It is hard to believe that a year has passed since I came to work for you. The first thing I did was to define my goals for the year. They were:

To successfully merge the financial services and financial management career fields at the 3-skill level.

To improve training for the financial management enlisted force.

To emphasize mentoring by defining how important the role of financial management is to the overall Air Force mission.

And later I added:

To increase first and second term reenlistment rates for financial managers.

Based on these goals, I believe our first year has been successful; but now it is time to look toward the new year. I use the Financial Management and Comptroller Mid Range Plan as my foundation for developing my goals.

Mr Hale and our senior leaders worked hard to develop this plan. It establishes our core competencies and goals which helps us focus our efforts on initiatives to make Air Force FM work better. It should be the basis for every financial manager's goals.

The Mid-Range Plan is divided into five areas: Our mission, vision, values, core competencies, and the broad goals in support of core competencies. The introduction to the plan explains its purpose: This plan is designed to carry the Air Force financial management community forward into the next century. Its goals, which are broad and ambitious, should provide a conceptual orientation within which specific plans may be built and implemented. It should also help focus management thought for effective decisions. The plan is oriented toward meeting needs over the next five to ten years.

This plan is dedicated to all those men and women who provide financial support to Air Force warfighting units.

That is us! We have a document dedicated to who we are and what we do. We are going to be here for a

long time to fulfill the core competencies of the Financial Management Mid-Range Plan. But how can we do that if we don't know what those core competencies are? Well, we can fix that. Here are our core competencies:

Exercise Fiduciary Responsibility
Formulate, Justify and Execute Budgets
Provide Financial Services
Provide Financial Advice and Analyses
Support Contingency Operations

These core competencies are the basis of our jobs. They are our foundation. They help us establish our goals and standards. Every person—officer, civilian, and enlisted should know these core competencies and keep them in mind as they conquer their daily tasks. I can tell you our bosses do. Let me just show you the goals they established to help carry us into the next century:

- Enable our people to excel through training and career guidance.
- Organize to carry out core competencies effectively.
- Help shape and implement a revolution in business practices to improve efficiency and effectiveness.
- Increase emphasis on analytical decision making.
- Improve ability to support contingency operations.
- Improve communications among all Air Force FM personnel.

Take the time and review the changes we've witnessed and have been a part of over the last year. Can you see how they fit into these goals? Can you see how you too can develop professional and personal goals that support the broad goals of our mid-range plan?

Now I challenge you to get your hands on the 1998 United States Air Force Financial Management Mid-Range Plan. Use it as a foundation to take your organization into the next century. And, by the way, dedicate it to those people who work for you—you know, when you do it for everyone else, you always come out the winner!